

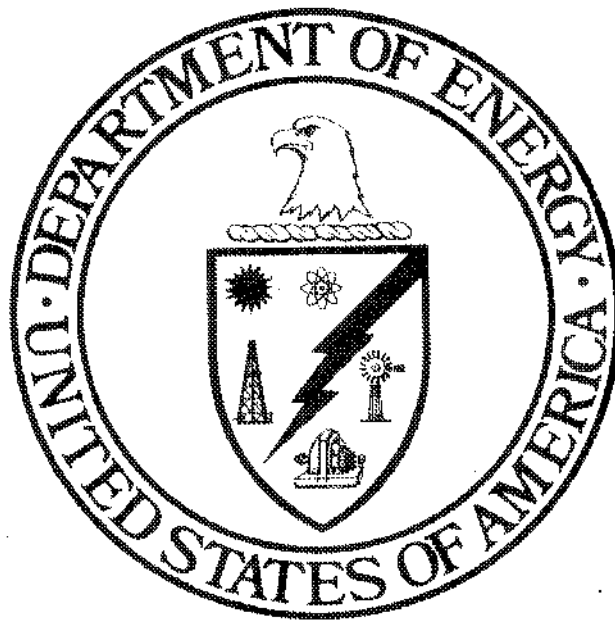
NV PI 97-008

# DEPARTMENT OF ENERGY

Nevada Operations Office  
(DOE/NV)

## DOE/NV INTEGRATED MANAGEMENT SCHEDULE

### PROCEDURAL INSTRUCTIONS (PI)



MAY 1997

**DOE/NV INTEGRATED MANAGEMENT SCHEDULE  
PROCEDURAL INSTRUCTIONS**

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**TRANSMITTAL PAGE**

<b>1. Title:</b> DOE/NV Integrated Management Schedule	<b>2. Number:</b> NV PI 97-008
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<b>5. Office of Primary Responsibility (OPR)</b> Resources Management Division (RMD)	
<u>John M. Sanchez</u> <b>Point of Contact</b>	<u>295-1083</u> <b>Telephone No.</b>
<b>6. Filing Instructions:</b> File this Transmittal Page and the attached NV PI 97-008, DOE/NV INTEGRATED MANAGEMENT SCHEDULE, in your PI Binder.	
<b>7. Signature Approval:</b>	
<u>G. W. Johnson for</u> <b>Terry A. Vaeth</b> <b>Acting Manager</b>	<u>5-29-97</u> <b>Date</b>

THIS ACTION TRANSMITTAL PAGE MUST BE KEPT WITH NV PI 97-008, THE ENTIRETY OF THE DOCUMENT.

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<b><u>Function</u></b>	<b><u>OPR</u></b>	<b><u>NV PI No.</u></b>	<b><u>Cross References</u></b>
DOE/NV Integrated Management Schedule	RMD	PI 97-008	

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**FOREWORD**

This Procedural Instruction (PI) was prepared to document recurring work process associated with Planning, Budget Formulation, Budget Execution, and Evaluation. This PI establishes functional responsibilities for both DOE Nevada Operations Office and the Contractor(s), an optimum time to perform work process with expected time durations of activities.

**Distribution**

Principle Staff.

**Review Process**

This PI should be reviewed every 2 years.

**Contact**

Questions concerning this document should be addressed to Allen Roberts at (702) 295-0967.

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# DOE/NV INTEGRATED MANAGEMENT SCHEDULE PROCEDURAL INSTRUCTIONS

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**1.0 PURPOSE.** This procedure provides an Integrated Management Schedule that identifies and defines Fiscal Year (FY) recurring work processes associated with *Planning, Budget Formulation, Budget Execution, and Evaluation*. This procedure establishes functional responsibilities for both DOE Nevada Operations Office (DOE/NV) and the Contractor(s), an optimum time to perform work processes with expected time durations of activities associated with these processes.

## 2.0 SCOPE

There are many recurring processes in the course of a FY for both DOE/NV and Contractors. The timing of execution and inter relationship of these processes are known and their integration provides synergy in the oversight and monitoring by DOE/NV of ongoing programs and projects. For these reasons, the development of an Integrated Management Schedule provides insight to all of the activities associated with the processes and their relationships.

The recurring management processes, captured on the Integrated Management Schedule, consist of Strategic Planning, Multi-Year Planning, the Field Budget Call, Task Planning, Performance Measure Development, Work Scope Execution, Performance Assessment, and Year End Close Out. Figure 1 illustrates the relationships among the processes and the procedural steps provide a brief description of process content.

The provisions of this procedure apply to all DOE/NV organizational elements, contractors, national laboratories (Labs), and other customers.

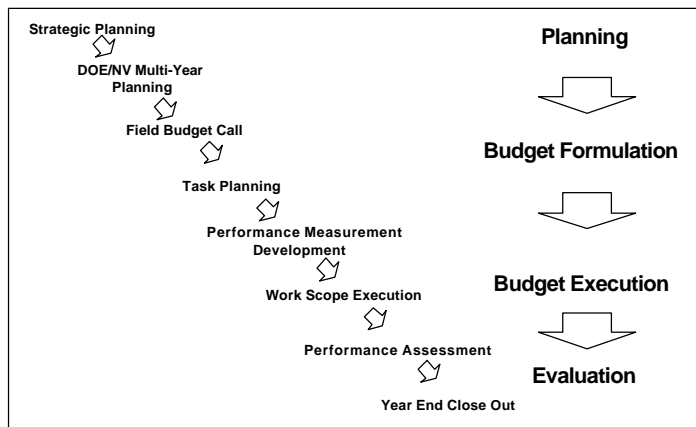


Figure 1. Integrated Management Schedule Flow.

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**3.0 RESPONSIBILITIES AND AUTHORITIES**

- 3.1 DOE/NV Assistant Managers. Responsible for ensuring the Multi-Year Planning process and development of TPs are completed for a given FY.
- 3.2 DOE/NV Resources Management Division. Responsible for planning, budget formulation, and oversight of budget execution, providing direction in the development of the Field Budget Call, issuing Programmatic Guidance to the Contractor to begin detailed Task Planning, facilitating the development of the TPs, and facilitating appropriate aspects of the Baseline Change Control (BCC) process.
- 3.3 DOE/NV Contract Management Division. Responsible for facilitating the development of scorecards which identify DOE/NV's priority performance measures and expectations (metrics), development of the Performance Evaluation Plan for which specific percentage of fee is allocated, negotiating the determination of the Contractor's available fee, and assessing overall performance of the Contractor for the determination of earned fee.
- 3.4 DOE/NV TP Manager. Obtains customer requirements; originates, negotiates, approves TP; and monitors performance of the contractor against the TP. Responsible for reviewing proposed changes to their respective projects and giving signature approval on the Financial Change Control Form.
- 3.5 Contractor Financial Management. Responsible for funds management, collection of costs, cost allocation, the cost model, and cost control within the contractor's organization.
- 3.6 Contractor Contract Management. Responsible for monitoring implementation of the contractor's contract, negotiation of earned fee, and configuration management of the contractor's contract for the contract that exists between DOE and the Contractor.
- 3.7 Contractor Project Controls. Responsible for developing, implementing, monitoring, and reporting on cost and schedule activities demonstrating performance of work scope execution.
- 3.8 Contractor Task Plan (TP) Manager. Responsible for the development of plan and execution of the work scope for a specified budget and time frame to perform.



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**4.0 DEFINITIONS**

- 4.1 Approved Funding Program (AFP). An internal DOE/NV budget execution document which formally identifies funds available for obligation by program, project, and activity. An AFP is issued to each performance-based management and operating contractor and to the cognizant DOE/NV organizations responsible for non management and operating contract funding.
- 4.2 Baseline. A quantitative expression of technical, budget, and schedule elements. It serves as a standard for measuring performance of an effort. The three baseline elements are defined as follows:
  - 4.2.1 Technical. The scope of work description.
  - 4.2.2 Budget. The cost estimate to complete the scope of work specified in a given FY.
  - 4.2.3 Schedule. The schedule, including milestones, to complete the specified scope of work.
- 4.3 Baseline Change Control. The required process for changing the technical, budget, and/or schedule baselines of TPs.
- 4.4 Budget. A plan or schedule adjusting expenses during a certain period to the estimated or fixed income for that period.
- 4.5 Budget Authority (BA). BA is the authority provided by law to enter into obligations that will result in immediate or future outlays of Government funds. The basic forms of BA are appropriations, contract authority, borrowing authority, and authority to obligate and expend offsetting receipts and collections. BA may be classified by the period of availability (1 year, multiple-year, no-year); by the timing of Congressional action (current or permanent); by the manner of determining the amount (definite or indefinite); or by its availability for new obligations.
- 4.6 Budget Year (BY) (FY+2). The BY is the FY for which the budget is being considered, that is, the FY following the current year (CY). For Budget Enforcement Act purposes, the term BY means, with respect to a session of Congress, the FY of

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the Government that starts on October 1 of the calendar year in which that session begins. The BY is the FY for which budget estimates are being developed and is two FYs from the current execution year (EY).

- 4.7 Continuing Resolution. Continuing Resolution refers to legislation enacted by Congress to provide BA for specific ongoing activities and for a specific period of time in cases where the regular year appropriation for such activities has not been enacted by the beginning of the FY. A continuing resolution usually specifies a maximum rate at which the Department may incur obligations based on levels specified in the resolution, the current rate, or the lower of the amounts provided in an appropriation bill passed in the House or Senate.
- 4.8 Contractor. The organization responsible for performing the defined scope of work scope.
- 4.9 Current Year (FY+1). The CY is the FY immediately preceding the BY (FY+2). It is the FY of the budget currently being considered in Congress.
- 4.10 Direct Cost. Direct Cost is any cost that can be readily identified to a particular product or service offered. Examples of direct cost are direct labor and direct material.
- 4.11 Execution Year (FY). The EY is the FY in which the budget is being executed.
- 4.12 Financial Change Control. The required process for making financial changes to DOE/NV TPs to ensure adequate funding to accomplish intended scope.
- 4.13 Fiscal Year. The FY is the year used by the U.S. Government for all financial and budget activities that starts on October 1 and ends on September 30. For the purpose of the Procedural Instruction, the EY (FY) is the FY in which the budget is being executed, the CY (FY+1) is the FY immediately preceding the BY (FY+2). It is the FY of the budget currently being considered in Congress. The BY (FY+2) is the FY for which the budget is being considered, that is, the FY following the CY. The BY is the FY for which budget estimating is being developed and is two FYs from the current EY.
- 4.14 Indirect Cost. Indirect costs are those costs that cannot be identified with a single, specific, final cost objective. These costs, collected in cost pools, are distributed or

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allocated to a final cost objective based on a predetermined methodology. Site overhead costs and organizational burden are examples of indirect costs.

- 4.15 Milestone. A significant event that occurs at a specific point in time, has no duration, and is used as an indicator of progress toward achieving project objectives. Usually can be measured in terms of a deliverable.
- 4.16 Performance Based Management and Operating Contract. An agreement under which the Government contracts for the operation, maintenance, or support, on its behalf, of a Government-owned or -controlled research, development, special production, or testing establishment wholly or principally devoted to one or more major programs of the contracting Federal agency. It employs, to the maximum extent practicable, performance-based controlling concepts and methodologies through the application of: results-oriented statements of work; clear objective performance standards and measurement tools; and sets incentives to encourage superior performance.
- 4.17 Performance Expectation (Metric). The desired condition or target level of performance for each measure.
- 4.18 Performance Measure. An evaluation, comparison, or judgment toward meeting the performance objective.
- 4.19 Performance Objective. A statement of wants, needs, and expectations of the work description that sets the direction for contract work.
- 4.20 Programmatic Guidance. DOE/NV's directions to the Contractor outlining the requirements for detailed Task Planning. This guidance consists of the CY (FY+1) Work Breakdown Structure (WBS), the CY (FY+1) Direct Work TPs, the strategic objectives for CY (FY+1), financial assumptions, and Task Planning direction.
- 4.21 Project. A unique effort that supports a program mission with defined start and end points, undertaken to create a product, facility, or system with interdependent activities planned to meet a common objective/mission. Projects include: planning and execution of construction, renovation, modification, and environmental restoration activities; decontamination and decommissioning efforts; large capital equipment or technology development activities; and administrative and technical services activities that support multiple programs.

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- 4.22 Project Control System (PCS). An integrated set of manual and automated planning and control processes supported by a Business Management System to provide data on performance and progress of a process.
- 4.23 Resources. Resources are the specific labor classifications, materials, and other support activities required in the execution of the work scope for which costs can be attributed.
- 4.24 Scorecard. Document indicating milestones, deliverables, dates, fee, etc., for each performance measure.
- 4.25 Stakeholders. Stakeholders are those people who have a “stake” in what happens at DOE sites in Nevada, and are impacted by decisions and activities that take place there. This includes interested residents or organizations; Native American representatives; local and state officials; environmental and civic groups; educators, businesses, and federal; and Contractor employees working to support Nevada Test Site activities. However, anyone is a stakeholder who feels that what happens at sites, such as the Nevada Test Site, influences that person’s quality of life.
- 4.26 Task Plan. The EY baseline that serves as the agreement between the Contractor and the DOE/NV TP Managers to perform a specific scope of work. The initial FY TP will only cover the new scope of work and new anticipated BA for that FY. Subsequent modifications to the initial TP will address carryover funds from the prior FY which will constitute the total BA for that FY.

### 5.0 ACRONYMS

5.1	AFP	Approved Funding Program
5.2	BA	Budget Authority
5.3	BCC	Baseline Change Control
5.4	BY	Budget Year
5.5	CY	Current Year
5.6	DOE/HQ	DOE Headquarters
5.7	DOE/NV	DOE Nevada Operations Office
5.8	EY	Execution Year
5.9	FY	Fiscal Year
5.10	Labs	National Laboratories
5.11	OMB	Office of Management and Budget

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- 5.12 PCS      Project Control System
- 5.13 PI        Procedural Instruction
- 5.14 TP        Task Plan
- 5.15 WBS      Work Breakdown Structure

**6.0 PROCEDURES.** The following paragraphs define the recurring processes shown on the Integrated Management Schedule. Activities associated with these process are identified in Exhibit 10.1. The Integrated Management Schedule is a model for completing activities associated with each of the processes. It is recognized that events and conditions associated with a unique FY may result in schedule adjustments to reflect these conditions.

- 6.1 Strategic Planning. The strategic planning process provides a methodology of balancing strengths and weaknesses of past accomplishments to changing conditions and needs in establishing a new mission, vision, and goals to meet expectations of the future. DOE Headquarters (DOE/HQ) and DOE/HQ Program Offices periodically develop strategic plans for all of DOE operations. DOE/NV, in conjunction with these plans, develops a site strategic plan that is consistent with DOE/HQ and DOE/HQ Program Office strategic plans. Establishment of DOE/NV's long-term goals and objectives provides a driving force in identification of work scope and performance objectives for the near term. The strategic planning process also permits establishment of the top levels of the WBS.
- 6.2 Multi-Year Planning. The multi-year planning process provides focus to the strategic vision, mission, and goals by updating TPs and performance objectives. This is the first step in linking strategic and performance plans to budget plans. The multi-year planning process permits development of intermediate levels of the WBS from the Work Breakdown established in the Strategic Plan down to the TP element. The products of the multi-year planning process are updated TPs for EY (FY), CY (FY+1), and new TPs for BY (FY+2) and any requirements which DOE/HQ or others may have for FY+3 or FY+4.
- 6.3 Field Budget Call. The Office of Management and Budget (OMB) and the Congress requires DOE/HQ to prepare and submit annual budget requests in a timely, cost-effective manner and in accordance with OMB directives and applicable federal laws. In order for DOE/HQ to submit this budget request, DOE/HQ annually requests a field budget from all field offices. To this end, DOE/NV follows the Department's budget guidance and submits their annual budget in timely manner and in accordance with DOE Budget Formulation Instructions, DOE/HQ Chief Financial Officer budget

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calls, and OMB Circular A-11, "Preparation and Submission of Budget Estimates." In addition, when DOE/NV develops their field budget call, they ensure that it fully supports the vision, mission, goals, and objectives of the DOE/HQ's, DOE/HQ Program Office's, and DOE/NV's Strategic Plans and the DOE/NV Multi-Year Plan. The Field Budget Call focus is identification of the budget dollars (all costs included) required to perform the direct work in the following FYs. This is done by ensuring that TP documents have been developed at an appropriate level in the WBS with sufficient detail to support the aggregated program funding figures which will be requested in the budget submittal.

6.4 Task Planning. After the development of the Field Budget Call, the TP documents are reviewed and validated prior to issuing to the Contractor for detailed Task Planning. At this time, the TP documents may be changed to add or delete work scope description or milestone/deliverables for CY (FY+1). This is a check of CY (FY+1) TPs prior to the Contractor developing detailed resource loading and cost estimates for work. The results of this activity are the establishment of the CY (FY+1) baselines. During the Task Planning process, indirect TPs (i.e., work description and performance measures and metrics) are prepared for the indirect work functional areas required to support the direct work scope.

- The Task Planning process establishes the technical, cost, and schedule baselines for the work to be performed during CY (FY+1). The Contractor projectizes the TP elements of the WBS and further breaks the project work down into Control Accounts, Work Packages, and Planning Packages. Work Packages consist of a set of activities for which resources are assigned and estimated. Expenditure of these resources are time phased to permit the development of a cost/labor plan. Assignment of a method of earned value provides a basis for performance measurement. The TP data is contained in unique Microframe Project Manager files which are part of the PCS. This data, when approved by DOE/NV through signature on the TP document, forms the basis for the technical, cost, and schedule baselines and is subject to the BCC process.

6.5 Performance Measure Development. DOE/NV's Performance-Based Management and Operating Contractor is responsible for planning, managing, and performing work scopes assigned by DOE/NV. Performance objectives are established for all assigned work scope. Performance measures with specific expectations (metrics) are established for the performance objectives. These specific metrics identify acceptable levels of performance for the execution of the work scope and may be used as a

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measure in determining a Contractor's management effectiveness and/or basis for assessing performance and determining fee. Superior levels of performance may also be identified with specific metrics and stretch metrics and stretch fees.

6.5.1 Direct work scope performance measures and metrics are initially identified during the Field Budget Call and then reviewed and validated during the Task Planning process. During the Task Planning process performance measures and metrics for indirect work are developed for organization functional areas. These include, but are not limited to, areas such as Value-Based Self-Assessment; Life Cycle Asset Management; Diversity; Administration; Finance; Environmental, Safety, and Health; and Programmatic/Technical areas for program/project management plans. The timing of performance measures and metrics are negotiated between DOE/NV and the Contractor to ensure efficient utilization of resources.

6.5.2 In an effort among DOE/HQ, DOE/NV, Labs, and the Contractor, scorecards are prepared which identify DOE/NV's high priority objectives for which a specific percentage of fee is allocated. The scorecards describe performance measures and performance expectations (metrics) which are selected from the total population of performance measures developed during the Task Planning process. In addition, a percentage of fee is also assigned for Contractor management effectiveness. The performance objectives, performance measure, performance expectations (metrics), and fees are documented in an annual Performance Evaluation Plan prior to the start of the EY.

6.6 Work Scope Execution. As work is performed, the Contractor is required to submit performance reports at pre-determined times throughout the FY. In addition, informal and formal discussions regarding those reports may be required to ensure performance is appropriate, that corrective actions are taken, and that the required changes take place.

6.6.1 Monitoring and oversight of the execution of work scope activities are performed by DOE/NV during the EY. Interchange of information at all levels of management between DOE/NV and the Contractor is a continuous process and occurs with document reviews, evaluation of achievement of milestones and deliverables, performance reports, and progress review meetings.

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- 6.6.2 Throughout the FY, it may be necessary to make changes and revisions to the work scope which could impact the technical, cost, and schedule information on the TPs. The changes or revisions will be addressed through the formal DOE/NV BCC process. Information from the updated TPs is then entered into the PCS at DOE/NV.
- 6.7 Performance Assessment. This process requires DOE/HQ, DOE/NV, Labs, and Contractor(s) to evaluate and assess performance of both the direct and indirect work scope as defined by the TPs. Assessment of Contractor performance by DOE/NV is a continuous process throughout the EY and is conducted in accordance with the Performance Evaluation Plan.
- 6.7.1 The Contractor, through the process of self-assessment, evaluates his own performance in meeting performance objectives and performance measures as a result of work scope execution. The Contractor submits quarterly reports to DOE/NV expressing the results of their assessment.
- 6.7.2 At the end of each quarter, DOE/NV assess the contractors performance and determines the amount of fee earned associated with DOE/NV's priority performance measures and the contractor's management effectiveness.
- 6.8 Year End Close Out. At the end of each FY, DOE/NV closes out their specific records for that FY. This process requires DOE/NV's contractors, in turn, to close out their FY financial activities and report those results to DOE/NV for consolidation. Once this consolidation process has been completed, work scope managers will then be in a position to better evaluate their FY scope of work accomplishments, identify carryover funds, and plan for the subsequent FY activities. Any necessary changes or revisions would be accomplished through the use of the formal change control process.
- 6.9 Summary. Recognizing the cyclic nature of *Planning, Budget Formulation, Budget Execution, and Evaluation*, implementation of the Integrated Management Schedule provides linkage between all recurring processes.

**7.0 FORMS.** Not applicable.

**8.0 RECORDS MANAGEMENT.** Not applicable.



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**9.0 REFERENCES**

- 9.1 DOE/HQ Strategic Management Plan issued December 9, 1996.
- 9.2 Guidelines for the Administration of Fee for Bechtel Nevada Contract No. DE-A08-96NV11718.
- 9.3 Life Cycle Asset Management Good Practice Guide, "Work Scope Planning," FM-008, Office of Field Management, March 1996.
- 9.4 Work Breakdown Structure Guide, DOE Assistant Secretary, Management and Administration, February 1987.
- 9.5 Department of Energy, "Budget Formulation Handbook," January 1997.

**10.0 EXHIBITS.** Exhibit I, DOE/NV INTEGRATED MANAGEMENT SCHEDULE, 9 pages, March 1997.

**11.0 APPENDIX.** None.

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DESCRIPTION	Div of Resp	FY												FY+1			
		SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>Strategic Planning</b>																	
DOE/HQ Strategic Plan	DOE/HQ																
DOE/HQ Update Strategic Plans	DOE/HQ																
DOE/NV Strategic Plan	DOE/NV																
DOE/NV Update Site Specific Strategic Plan	DOE/NV																
<b>Detailed Schedule</b>																	
Establish Matrix Team to Review & Revise DOE/NV Strategic Plan	DOE/NV & Stakeholders																
Review Changes in DOE/HQ Plans & Consult with DOE/NV Management and Partners	DOE/NV & Stakeholders																
Formulate Draft Revised Strategic Plan	DOE/NV																
Brief Senior Management & Stakeholders on Changes	DOE/NV																
Revise Draft to Incorporate Comments	DOE/NV																
Publish DOE/NV Strategic Plan	DOE/NV																
FY = Exclusion Year FY+1 = Current Year FY+2 = Budget Year																	



DEPARTMENT OF ENERGY  
NEVADA OPERATIONS  
OFFICE

**STRATEGIC PLANNING**


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DESCRIPTION	Div of Resp	FY												FY+1			
		SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>DOE/NV Multi-Year Planning</b>  Scoping Multi-Year Plan	DOE/NV																
<b>Detailed Schedule</b>																	
Issue Guidance for Multi-Year Planning to DOE/NV AOs	DOE/NV																
Establish Program Specific Objectives for FY+1, & FY+2	DOE/NV																
Issue FY Task Plans	DOE/NV																
Update FY+1, & Create FY+2 Task Plans (Work Scope Descriptions)	DOE/NV & Contractor																
Prepare Work Breakdown Structure for FY+2	DOE/NV & Contractor																
Update WBS for FY+1	DOE/NV & Contractor																
Negotiate Work Scope Descriptions for FY+1, & FY+2	DOE/NV & Contractor																
Issue Task Plans for FY+1, FY+2,	DOE/NV																
FY = Execution Year FY+1 = Current Year FY+2 = Budget Year																	



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MULTI-YEAR PLANNING

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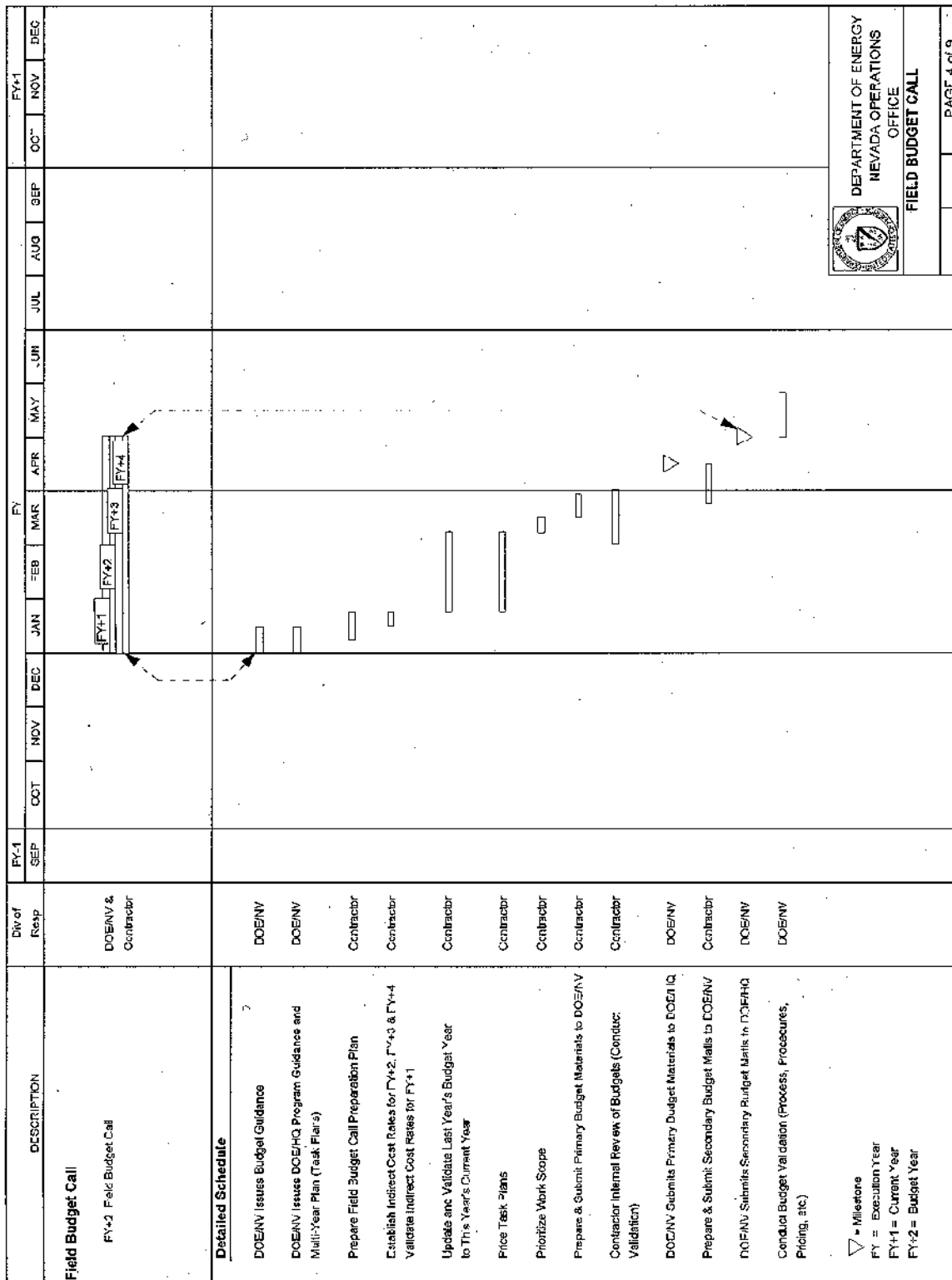
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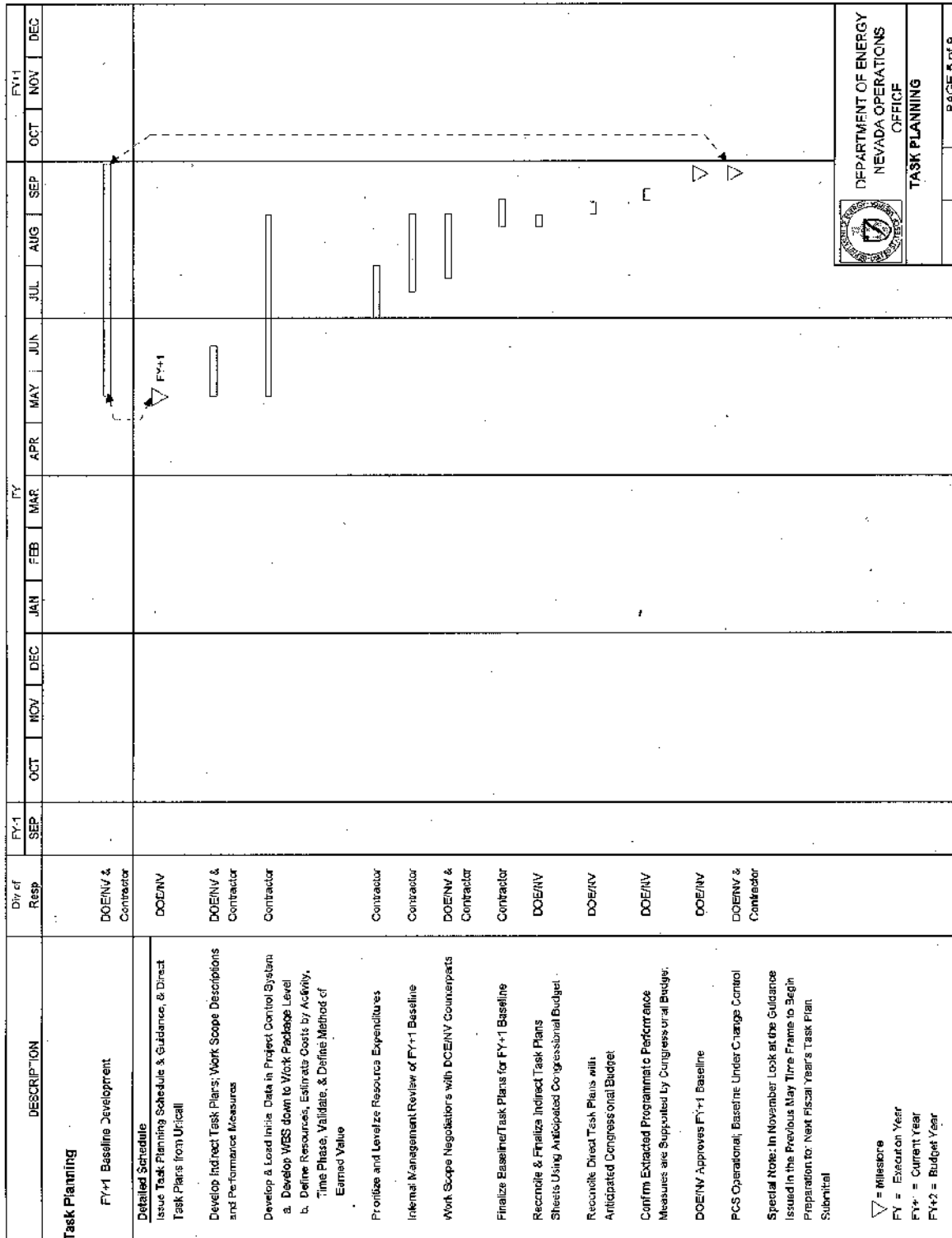


Exhibit I

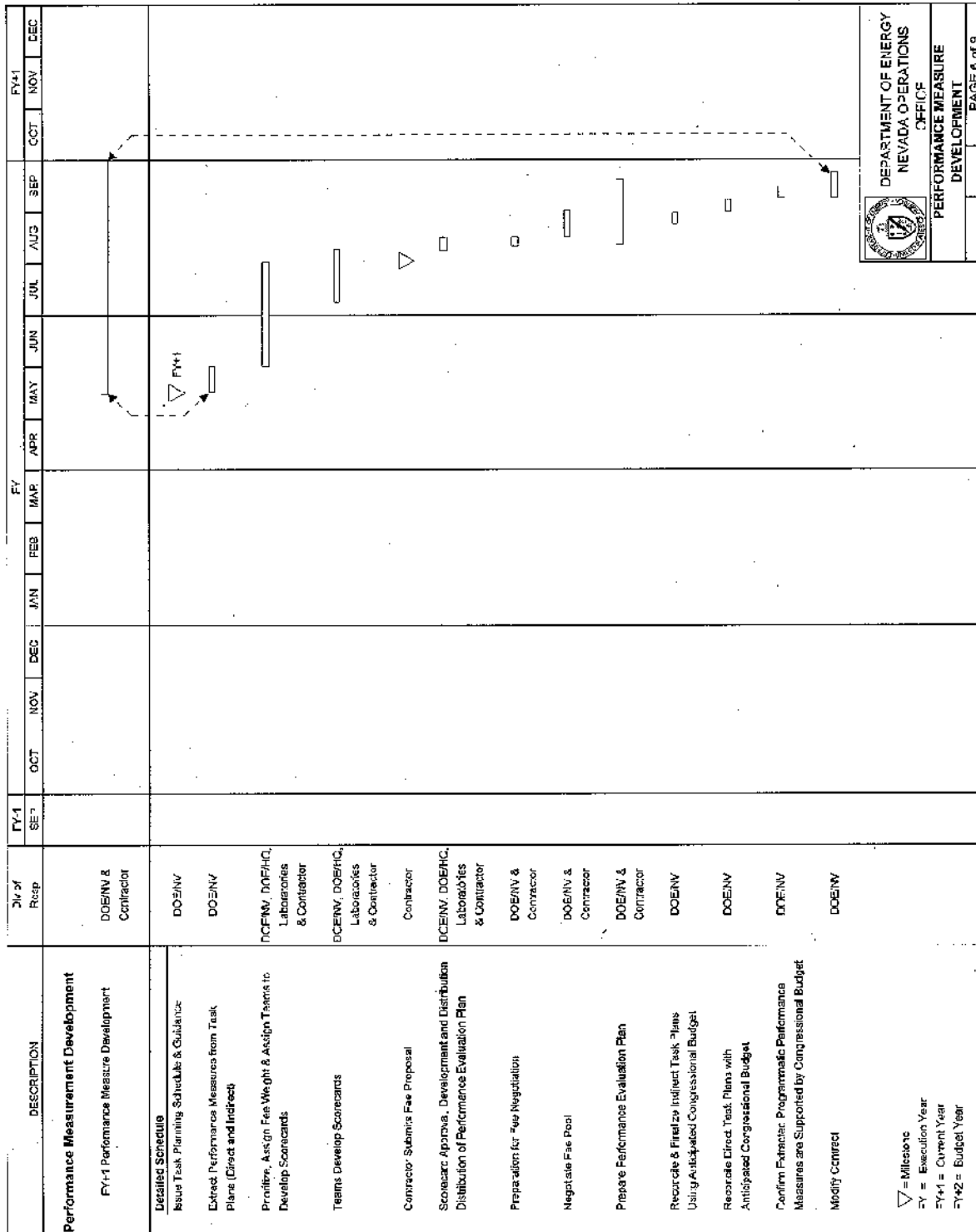
I-v

# DOE/NV INTEGRATED MANAGEMENT SCHEDULE PROCEDURAL INSTRUCTIONS

NV PI 97-008

5-29-97

## DOE/NV INTEGRATED MANAGEMENT SCHEDULE




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NV PI 97-008

5-29-97

## DOE/NV INTEGRATED MANAGEMENT SCHEDULE

DESCRIPTION	Div of Resp	FY												FY+1			
		FY 1999 SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>Work Scope Execution</b>  FY Work Execution and Reporting	Contractor																
<u>Detailed Schedule</u>																	
<u>MONTHLY STATUS REPORT TO DOE/NV</u>																	
Monthly Closure	Contractor																
Issue FIS Data to DOE/NV (4th Working Day of each Month)	Contractor																
Issue Validated Actuals	Contractor																
Issue Monthly Progress Report for Review	Contractor																
Internal Management Review	Contractor																
Issue Monthly Status Report to DOE/NV	Contractor																
Joint DOE/NV & Contractor Progress Reviews (Direct & Indirect at Program Level)	DOE/NV & Contractor																
<u>Approved Funding Program</u>																	
Issue Approved Funding Program (AFP) - Supplemental	DOE/NV																
Comparison of AFP to Actual Progress (Funds Mgmt Report)	DOE/NV & Contractor																
<u>Executive Quarterly Review</u>																	
Review of Progress (Financial & Programmatic)	DOE/NV & Contractor																
<u>Change Control</u>																	
<u>Baseline Change Control</u>																	



DEPARTMENT OF ENERGY  
NEVADA OPERATIONS  
OFFICE


WORK SCOPE EXECUTION

▽ = Milestone

FY = Execution Year

FY+1 = Current Year

FY+2 = Next Year



DEPARTMENT OF ENERGY  
 NEVADA OPERATIONS  
 OFFICE  
**WORK SCOPE EXECUTION**

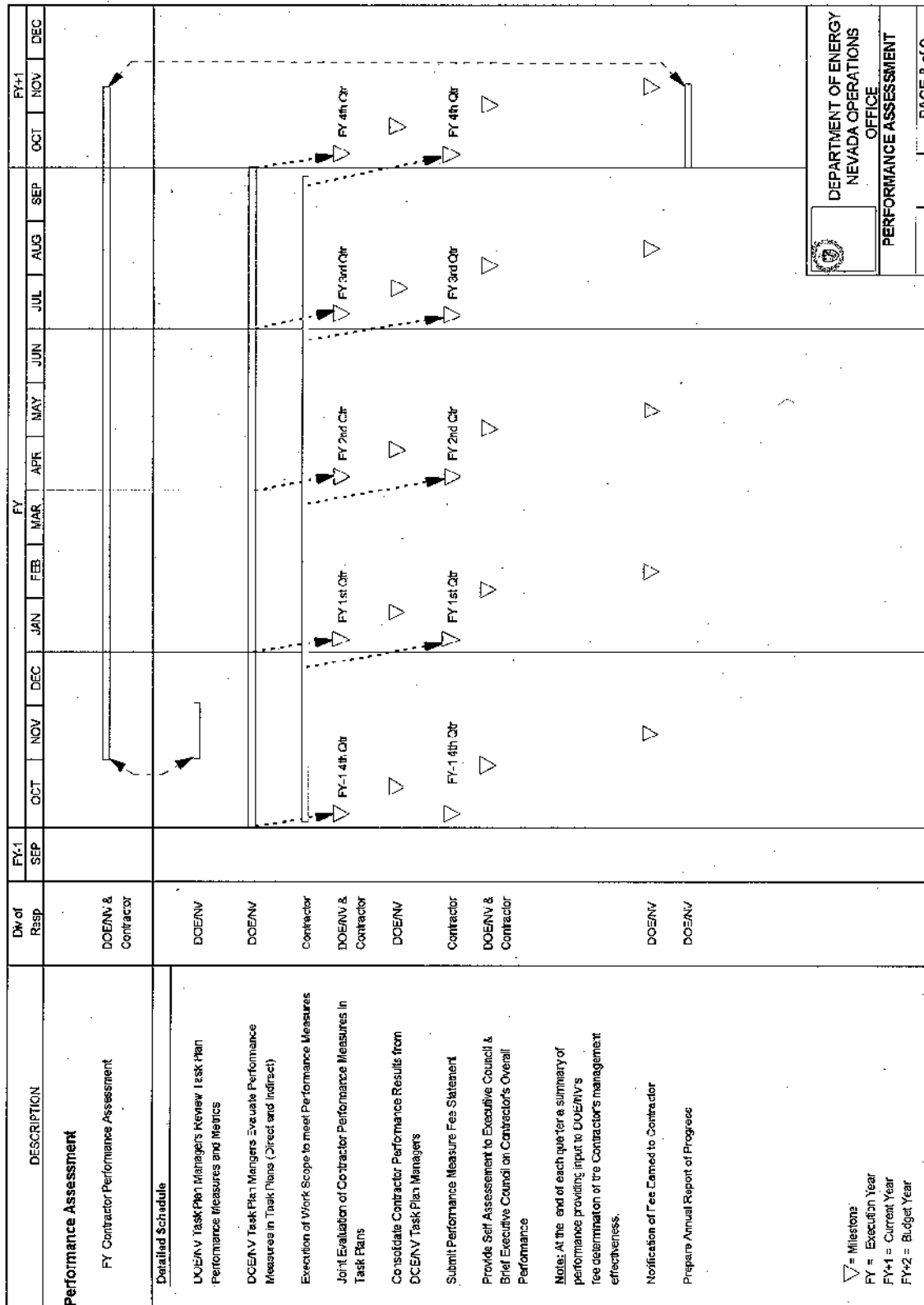


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